



Ngarnal
Health Service

ABORIGINAL
COMMUNITY
CONTROLLED

Strategic Plan 2024 - 2026

DRAFT VERSION 1.1



GUNUNA

MORNINGTON ISLAND IS THE LARGEST OF A CLUSTER OF 22 ISLANDS THAT FORM THE WELLESLEY ISLANDS GROUP IN THE SOUTH OF THE GULF OF CARPENTARIA, QUEENSLAND. THE ONLY PERMANENT COMMUNITY ON THE ISLANDS IS GUNUNA. WITH A POPULATION OF APPROXIMATELY 1,200 PEOPLE, MORNINGTON ISLAND HAS A CULTURAL HISTORY THAT DATES BACK THOUSANDS OF YEARS AND MUCH OF THIS HISTORY HAS BEEN PASSED DOWN THE GENERATIONS THROUGH SONGLINES, STORIES, DANCE AND ABORIGINAL LORE, CONNECTING ABORIGINAL PEOPLE OF THE REGION WITH THOSE FROM AUSTRALIA'S CENTRAL MAINLAND AND TO THE WEST OF THE GULF OF CARPENTARIA.

The Lardil people, recognised as the Traditional Owners of Mornington Island, have occupied their lands for more than 8,000 years. Presbyterian missionaries first visited the Wellesley Islands in 1914. In the 1920s, missionaries and various government bodies forcibly brought together the Lardil people of Mornington, Sydney and Wallaby Islands and the Yangkal people of Forsyth, Denham and Andrew Islands and many 'stolen generation' children of the Kankalida and Waanyi people from the mainland. In 1948 the Kaidildt people were forcibly removed from Bentinck Island to Mornington Island.

The 'mission times' (1921-1965) severely disrupted the existing cultural heritage and traditional kinship system and imposed a 'dormitory' system in its place. Speaking Aboriginal language was disallowed under Mission rules and people were taught English. Aboriginal systems of Law and authority were forcibly discouraged during this period. Many young women and young men spent long periods on cattle stations on the mainland.



IN 1978, MORNINGTON AND OTHER NEARBY ISLANDS WERE GRANTED LOCAL GOVERNMENT STATUS WITH A SHIRE COUNCIL AND ELECTED REPRESENTATIVES OF THE COMMUNITY.

ABOUT US

NGARNAL COMMUNITY HEALTH IS AN ABORIGINAL COMMUNITY-CONTROLLED HEALTH ORGANISATION INCORPORATED UNDER THE (CORPORATIONS ACT 2001) WITH A BOARD OF DIRECTORS COMPRISING LOCAL MORNINGTON ISLAND PEOPLE AND SKILLED INDEPENDENT DIRECTORS. IT IS A NOT FOR PROFIT CHARITY REGISTERED WITH THE AUSTRALIAN CHARITIES AND NOT FOR PROFIT COMMISSION (ACNC) 2021. OUR ORGANISATION WAS ORIGINALLY ESTABLISHED AS THE MORNINGTON ISLAND ABORIGINAL CORPORATION FOR HEALTH UNDER THE OFFICE OF THE REGISTRAR FOR INDIGENOUS CORPORATIONS (ORIC) IN 2004 AND INITIALLY ESTABLISHED AS AN ADVOCACY GROUP TO REPRESENT THE MORNINGTON ISLAND COMMUNITY ON ALL THINGS RELATED TO HEALTH AND WELLBEING.

Widely known as the Mornington Island Health Council, over time our organisation has grown and expanded its capacity and is now a strong and capable provider of child and family health and wellbeing services. The formation of Ngarnal Community Health continues this growth and the increasing role and responsibility for the planning and delivery of primary health care services. Our organisation has long-standing partnerships with a wide range of organisations and institutions, particularly those that provide health services to the community of Mornington Island.

We aim to not only provide a voice for the people of Mornington Island but be a vehicle for greater self-determination and respond directly to health inequality experienced by our community and work to secure greater health equity for our people.

NGARNAL

THE WORD 'NGARNAL' IS IN THE LARDIL LANGUAGE MEANING 'WHITE COCKATOO' AND HAS BEEN CHOSEN AS IT WAS THE TRADITIONAL NAME GIVEN TO ONE OF OUR FIRST ABORIGINAL DIRECTOR OF NURSING AT MORNINGTON HOSPITAL. INA WILKENSON WHO TRULY PIONEERED THE INTRODUCTION OF A COMMUNITY HEALTH APPROACH TO CARE. BRINGING HEALTH SERVICES INTO OUR HOMES.

Our organisations' name respects this memory the example provided of how health and wellbeing care services should be managed by trained community representatives, delivered in community, close to people, easily accessible and customised around the unique needs of families.





OUR VISION

A STRONG AND RESILIENT

MORNINGTON ISLAND COMMUNITY

EMPOWERED BY BETTER HEALTH

AND GREATER SELF DETERMINATION.



OUR PURPOSE

WE PROVIDE A DIVERSE RANGE OF PROGRAMS AND SERVICES DESIGNED TO IMPROVE THE HEALTH AND WELLBEING OF THE MORNINGTON ISLAND COMMUNITY BY:

- + greater engagement and empowerment in understanding their health needs and priorities
- + designing services around the health needs and preferences of Mornington Island families
- + ensuring cultural knowledge and traditions are at the heart of care
- + promoting healthy lifestyles
- + delivering quality services and building the capacity of our local workforce
- + supporting respectful partnerships, and
- + ensuring accountability for improving health outcomes and system performance.

OUR VALUES

CULTURE

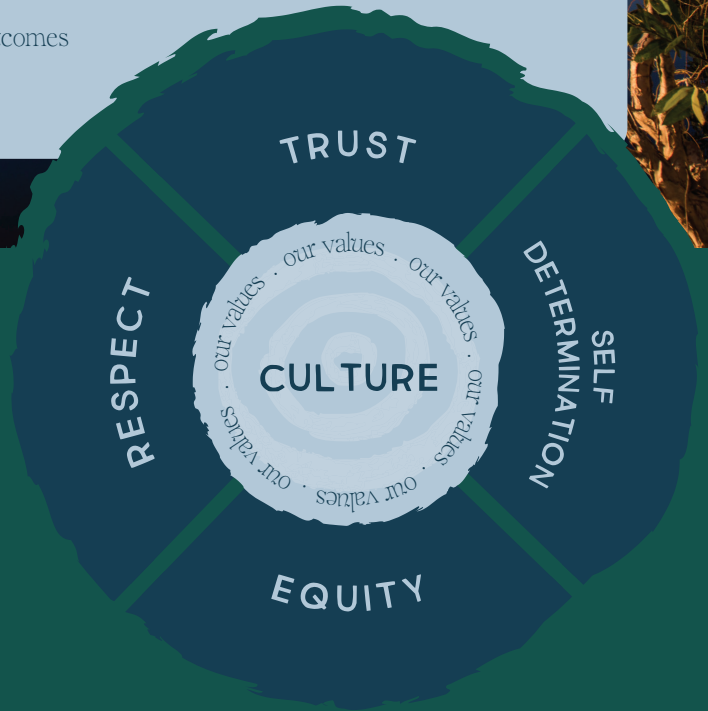
Our culture defines the unique histories and traditions of our community. It is central to our wellbeing and informs our perception of health. Culture provides an unbroken link with our past, our elders and defines our identity.

TRUST

We strive to earn the trust of our community and their families through respecting cultural diversity, and supporting caring relationships that strengthen confidence, engagement and empowerment.

SELF DETERMINATION

As First Nations people, we recognise our right to self-determination through greater community control in the design and delivery of services, to secure culturally safe services free from discrimination and shape around the unique characteristics of our community.



EQUITY

We acknowledge the human right to a life free of illness commensurate with other Australians, where everyone has a fair and just opportunity to attain their optimal health regardless of where they live or their socioeconomic status.

RESPECT

We acknowledge the rights, preferences and capacity of individuals and believe all should be treated with dignity, mutual respect and understanding.



Delivering health services that empowers
generations of wellbeing.

GUIDING PRINCIPLES

PARTNERSHIPS

We place importance in building authentic partnerships that are aligned with the aspirations and vision of Ngarnal Community Health and promote the respectful exchange of resources, knowledge and culture. We view respectful partnerships and collaboration as critical to best respond to the holistic needs of community across the lifespan, and to ensure integration of support for individuals and families, especially those with complex needs.

CAPACITY BUILDING

We aim to build the capacity of our organisation and workforce, to increase our knowledge and expertise, to enhance the social, structural and physical factors necessary to support better access to care. We recognise the importance of adequate infrastructure and opportunities for employment and professional development and acknowledge the entrenched social processes that contribute to health inequality.

COMMUNITY CONTROL

We identify with the Aboriginal Community Controlled Health Service model as an effective and proven mechanism to ensure the local community remain at the centre of decision making and affirming self-determination through our local governance and leadership to enable comprehensive, holistic and culturally safe care for our people.

MODEL OF CARE

We have adopted the ACCHO model of care and contextualised this to our community of Gununa to ensure a contemporary family focused approach to care. Our Model of care seeks to ensure universal adoption of proven system enablers including integrating care, data driven and population health approaches, interprofessional networks, and ensuring a system that is easy to navigate, strength-based and customised to meet the unique needs of our community.



GOALS

1.

OUR CULTURAL VALUES AND TRADITIONS ARE RESPECTED AND EMBEDDED IN ALL ASPECTS OF PRIMARY HEALTH CARE

- **Establish the NACCHS cultural advisory committee**
- In consultation with Cultural Advisory Committee, **develop cultural protocols** for NACCHS staff and commissioned service providers
- All staff and associates of NACCHS, especially those not from Gununa, **have access to a cultural learning and competency development program**
- NACCHS **support visiting health services** to orientate and onboard professionals and support team-based approaches to care
- **Community representatives are engaged** and provide feedback into the design and development of local frameworks and service models.
- **Promote the cultural knowledge and experience** of local staff and community representatives within all clinical and nonclinical workforce settings and structures

2.

WE HELP PLAN AND EVALUATE THE EFFECTIVENESS OF HEALTH SERVICES TO ENSURE THEY ALIGN WITH THE PREFERENCES AND HEALTH ISSUES IMPACTING ON OUR COMMUNITY

- Support the ongoing role of the Mornington Island Health Partnership Forum as a key mechanism for strengthening collaboration and partnerships, supporting innovation.
- Refresh the Kuba Gununa Mirrithin Health Plan (“Good Gununa Medicine”) in collaboration with health partner organisations, Mornington Shire Council and community, and develop and mechanisms for monitoring and reporting outcome and performance
- Develop the Ngarnal Community Health Model of Care in collaboration with stakeholders
- Support a review of health system data to affirm alignment with health needs and priorities on an annual basis
- Provide a contact point for existing and new service providers to Mornington Island to positively influence greater integration and assist onboarding and promotion of services in community



3.

WE AIM TO STRENGTHEN AND GROW OUR LOCAL ABORIGINAL AND TORRES STRAIT ISLANDER WORKFORCE AND ENSURE THEY HAVE ACCESS TO GOOD CAREER OPPORTUNITIES, PROFESSIONAL DEVELOPMENT AND LEADERSHIP

- Ensure all Aboriginal staff are enrolled in training and have professional development plans in place and reviewed annually
- Increase the number of Aboriginal staff enrolled in Cert III and Cert IV Aboriginal Health worker training
- Develop interprofessional networks to ensure access to mentoring and supervision aligned with competency development
- Promote leadership development in the NACCHS workforce including formal training and professional development opportunities
- Develop and implement a workforce strategy to deliver on the existing and future workforce needs of NACCHS, including career pathways, CERT III training opportunities, school based apprenticeships and academic partnerships.



4.

WE WILL STRIVE TO ENSURE A WELL GOVERNED AND ACCOUNTABLE ORGANISATION THAT IS ALIGNED WITH BEST PRACTICE CORPORATE GOVERNANCE, EFFECTIVE STAKEHOLDER ENGAGEMENT AND BUSINESS SUSTAINABILITY.

- Support the development and adoption of a governance charter, board subcommittees and other collateral to ensure the first board of Ngarnal Community Health is equipped to govern well
- Ensure the attainment and maintenance of ISO 9001:2015 accreditation and full compliance with statutory obligations and high performance within all grant funded contracts
- Ensure the Company maintains engagement with its members and provides updates on key outcomes with community and stakeholders
- Establish industry and third-party business partnerships to ensure access to high quality Human Resource management, Data Management and Cyber security, Marketing and communication, and management accounting & business development
- Maintain proactive engagement with key stakeholders, including funders, Mornington Shire Council, and partner organisations, and support formal collaboration agreements and Memorandums where appropriate to support joint strategic intent and greater sustainability
- Ensure the development and adoption of contemporary risk management frameworks and processes and related Risk Registers
- Develop and renew an Annual Business Plan and actively seek new funding agreements to advance the objects of NACCHS.

5.


WE WILL AIM TO ENSURE THE DELIVERY OF HIGH-QUALITY HEALTH SERVICES THAT ADDRESS COMMUNITY HEALTH NEEDS ACROSS THE ENTIRE LIFESPAN AND ARE TAILORED TO THE UNIQUE CHARACTERISTICS OF MORNINGTON ISLAND.

- Develop a strategic partnership with an experienced provider of PHC services to assist the commissioning and transition of a primary health care clinic providing comprehensive high-quality care accredited to the RACGP standard
- Development of a service model to ensure delineation of clinical and nonclinical roles and integration of local clinical and community support roles
- Develop and adopt a Commissioning Framework to guide the subcontracting of all clinical services and articulate requirements for service requirements and expectations on Mornington Island
- Support the Thuaaka Child and Family strategic framework and integrate across the Primary health Care and social care settings
- Support the implementation of the Kalngkurr SEWB services and ensure integration with wider Mental health and Alcohol and drug services, as well as the Primary Health Care Clinic.
- Support the development and adoption of a local chronic disease management framework with a focus on optimising management and prevention of diabetes.
- Help to strengthen and promote integrated pathways to care to improve care navigation, access and team based approaches to care
- Support the development of a contemporary clinical governance structure to ensure credentialing and continuous quality improvement, safety and a population health approach to planning and delivery of health services.
- Support and develop greater access to digitally enabled health services with greater access to community infrastructure, education and training, and point-of-care supports for clients and families.
- Support opportunities for research collaboration using community participatory research methodologies to translate local knowledge and evidence of more effective health care systems and approaches to care.

6.

WE WILL PROVIDE A VOICE FOR OUR COMMUNITY BUT ALSO ENSURE THEIR VOICE INFORMS AND GUIDES ALL ASPECTS OF OUR WORK THROUGH RESPECTFUL ENGAGEMENT TO ENSURE ABORIGINAL HEALTH TRULY REMAINS IN ABORIGINAL HANDS.

- Ensure a cross section of membership from the wider Mornington Island community in accordance with the principles of community controlled
- Support community forums to provide for two-way information exchange regarding the work of NACCHS and wider health and wellbeing issues including the Kuba Gununa Mirrithin Health Plan
- Support greater community awareness and promote information regarding primary and social care services available on the Mornington Island including details of eligibility and how to access services
- Seek feedback from clients, families and wider community on opportunities to improve services or areas of unmet need
- Ensure all clients and families have access to local Aboriginal health worker staff to provide advocacy and assistance, particularly for those with complex conditions
- Ensure continued advocacy and strategic responses to social determinants of health and their impacts on the effectiveness of health care services.



CULTURALLY
STRONG
HEALTHCARE



VISION

A STRONG AND RESILIENT MORNINGTON ISLAND COMMUNITY EMPOWERED BY BETTER HEALTH AND GREATER SELF DETERMINATION.

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OUR VALUES



GUIDING PRINCIPLES

PARTNERSHIPS

CAPACITY BUILDING

COMMUNITY CONTROL

MODEL OF CARE

OUR GOALS

1. OUR CULTURAL VALUES AND TRADITIONS ARE RESPECTED AND EMBEDDED IN ALL ASPECTS OF PRIMARY HEALTH CARE
2. WE HELP PLAN AND EVALUATE THE EFFECTIVENESS OF HEALTH SERVICES TO ENSURE THEY ALIGN WITH THE PREFERENCES AND HEALTH ISSUES IMPACTING ON OUR COMMUNITY
3. WE AIM TO STRENGTHEN AND GROW OUR LOCAL ABORIGINAL AND TORRES STRAIT ISLANDER WORKFORCE AND ENSURE THEY HAVE ACCESS TO GOOD CAREER OPPORTUNITIES, PROFESSIONAL DEVELOPMENT AND LEADERSHIP
4. WE WILL STRIVE TO ENSURE A WELL GOVERNED AND ACCOUNTABLE ORGANISATION THAT IS ALIGNED WITH BEST PRACTICE CORPORATE GOVERNANCE, EFFECTIVE STAKEHOLDER ENGAGEMENT AND BUSINESS SUSTAINABILITY.
5. WE WILL AIM TO ENSURE THE DELIVERY OF HIGH-QUALITY HEALTH SERVICES THAT ADDRESS COMMUNITY HEALTH NEEDS ACROSS THE ENTIRE LIFESPAN AND ARE TAILORED TO THE UNIQUE CHARACTERISTICS OF MORNINGTON ISLAND.
6. OUR WORK WILL PROVIDE A VOICE FOR OUR COMMUNITY BUT ALSO ENSURE THEIR VOICE INFORMS AND GUIDES ALL ASPECTS OF OUR WORK THROUGH RESPECTFUL ENGAGEMENT TO ENSURE ABORIGINAL HEALTH TRULY REMAINS IN ABORIGINAL HANDS.